



## **Leadership Check**

**An effectiveness analysis of organisational leadership**



## Some assumptions for a start

- **Leadership is the leader`s and organisation`s blind spot**
- **Leadership is one of the few functions without a professional basis (like academic or high school education)**
- **There has never been a stronger need for professional leadership in organizations than today**
- **Leadership is a profession which is still (and increasingly) described by personality and character („Personalization of leadership and management“)**
- **Organizations tend to avoid observing leadership yet they focus on leaders**
- **There are a lot of leadership assessments (appraisal) but no such thing (or only very few) as leadership evaluations focusing on the organization**



## **The goal**

- **Finding explanations/observations for leadership which go beyond persons/leaders predispositions („Character“)**

## **The questions**

- **Traditional: How do leaders have to be in order to be able to lead? What do they have to do?**
- **What kind of frame do organizations have to create to make leadership possible and effective?**
- **How can effectiveness of leadership in organisations (functionality) be analysed?**



## What is the Leadership Check?

- **An analysis tool focused on leadership, consisting of a tailored sequence of**
  - **interviews & observations**
  - **evaluations**
  - **feedback & conclusions**

## What a Leadership Check can do for companies...

- **it is a powerful tool that profiles the main factors and mechanisms impacting leadership in an organisation („leadership patterns“)**
- **it compares the results of this external analysis of the actual situation with the aims and strategies of the organisation**
- **it evaluates how leadership functions in an organisation**
- **it shows ways for organisations to install observation of second order („self observations“) and brings leadership into communication**
- **it sets out policy/process/strategy options**



## What is so special about the Leadership Check®?

- **it analyses leadership, not leaders**
- **Qualitative data collection and evaluation according to social research standards (inquiring into a „black box“)**
- **Combines theoretical analyses and practical recommendations**
- **Leadership Check (incl. the interviews) is carried out only by experienced organisational consultants**
- **it is based on a comprehensive, practical leadership model**
- **it is a tool based on social research findings, one of its focuses is to involve internal resources which raises acceptance of the results.**



## Experience with the Leadership Check<sup>®</sup>

- **High degree of approval of the results among managers of all management levels**
- **Managers show great interest in the topic**
- **Provides a basis for a collective view of leadership (often for the first time)**
- **Significantly higher willingness to work on measures to enhance leadership in the organisation than with traditional programs**
- **The research process involves top management and an internal group of managers as sounding board. They are part of multiple reflection loops, thus providing higher level of identification and achieving higher-quality results.**
- **The method facilitates feeding back to the organisation difficult and sensitive issues in a way that makes it easier for the organisation to address them in a constructive manner**
- **Feedback provided at a all managers conference has proven to be highly effective**

# Leadership Check

## The Process



### 1. Preparation

Involving executive board  
& internal project management

Define goals & terms of reference  
define interview respondents  
define processes

### 2. Open-ended data collection phase

One-on-one interviews  
group interviews,  
observations,  
Evaluation with  
social research methodology

### 3. Interim presentation

Involving executive board  
& project team

Presentation of first findings  
plausibility check  
selection of additional interviewees

### 4. Structured data collection phase

In-depth one-on-one interviews,  
observations  
evaluation  
derivation of policy recommendations

### 5. Evaluation workshop

Involving executive board  
& project team

Matching research findings  
with organisation's strategy,  
discuss recommendations,  
plan feedback to organisation

### 6. Final presentation

(recommendation: to a large group  
comprising all managers)

Present results & conclusions to  
large audience, discuss  
adopt and plan initial measures

## Experience with the Leadership Check®

### Company 1:

- Almost 2000 employees and approx. 200 managers

### Overall

- 5 one-on-ones interviews
- 9 group interviews
- 2 observations (management workshops)
- 40 managers of all levels and functions
- 15 employees

### Cost

- 50 consulting days
- 180 hours transcription of interviews

### Company 2:

- Almost 8000 employees and approx. 800 managers

### Overall

- 6 one-on-ones interviews
- 13 group interviews
- 3 observations (management workshops, ...)
- 60 managers of all levels and functions
- 25 employees

### Cost

- 65 consulting days
- 300 hours transcription of interviews

## The Leadership Check<sup>®</sup> is different from ...

### ... staff surveys in that

- it analyses leadership, not leaders
- it uses the independent external view instead of the internal view which tends to be prejudiced by individuals
- it provides a clear focus on leadership and organisation

### ... 360° Feedback because

- it uses an external approach
- it focuses on structure not on individuals
- it uses a structural method and is based on a sound theoretical model of leadership

### ... AI since

- it explores structural patterns
- it adds an analytical external perspective including an evaluation
- it provides an overall picture and not only the positive, resource-based side

### ... organisational diagnosis in that

- it focuses on leadership
- it is based on TRAIN Consulting's proprietary leadership model
- the way the Leadership Check involves clients is specifically tailored to their needs.





## Analysation example

- **Text: „The topic I am most involved with as a leader is motivation and inspiration“**

### We analyse:

- **In what kind of organization is this the first answer to our question „Who or what is leading the organization?“**
- **Why is this being said in this situation?**
- **Formation of first research assumptions which are proved in further three steps**
- **Derivation of leadership patterns (pattern = ongoing ways of acting and thinking in organisations that are not tied to special individual leaders)**



## Session 1

- **Reflect on the effectiveness of leadership in your company or a client company respectively:**
    - **What patterns do you find most effective?**
    - **Which ones most dysfunctional?**
- Indiv. Work: 15 min.**
- **Write down the 5 most important ones** **(15 min.)**
  - **Present them to the group** **(1 min.)**



## Session 2

- **Collect the most effective questions to analyse culture in a company!**
- **Use whatever kind of model you have in mind in order to differentiate the directions of questioning**
- **Write the questions down (20 min.)**
- **Present them to the group (2 min.)**